

DD/S  
56-3938

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Special Assistant to the Deputy  
Director (Support)

14 NOV 1956

Director of Training

Approval of On-the-Job Training Courses

- REF : a. Memo to DTR fm SA to DD/S, subj:  
"Approval of Training Courses," dtd 9 Oct 56
- b. Memo to SA to DD/S fm DTR, subj:  
"Approval of Training Courses," dtd 24 Oct 56

1. This Office has reviewed the descriptions of the on-the-job training conducted in the Management Staff which were forwarded as attachments to the first reference. For the purposes of [REDACTED] approval of these courses must be withheld by this Office until the courses are modified as outlined in paragraph 2 below:

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- a. Organization and Methods Analysis
- b. Basic Records Management Analysis
- c. Records Management Analysis
- d. Editing, Regulations Control Staff
- e. Clerical Orientation in Management Staff
- f. Suggestion Awards Program
- g. Management Staff Advanced Management Series

2. During the discussions with the training officer of the Management Staff of these on-the-job training courses, it was pointed out that approval of the training would be based on these modifications to each of the courses:

Form No. 2
Is Chosen by Staff. <input type="checkbox"/>
By: [Signature]
Date: 11-9-56
By: 35

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a. Checklists will be developed of the concepts and skills to be mastered and of the tasks to be completed by the trainee. The level of proficiency to be attained in each will be defined also.

b. A schedule will be developed indicating the number of hours usually allocated to the mastery of the teaching points given in paragraph a through reading, discussions with supervisors, practical exercises in the work situation, and formal classroom presentations, if any.

c. At designated intervals during the training, the performance of the trainee will be evaluated and recorded by the trainee's supervisor. At completion of the training, a formal report of the training completed, and an evaluation of the employee's performance relative to the objectives of the training will be forwarded to the Office of Training for incorporation in the employee's Agency training record.

d. For courses listed in a, b, c, f, and g of paragraph 1 above, a sample schedule of the briefing phase arranged for the trainees in each of the courses will be prepared.

3. Additionally, we believe the title, "Management Staff Advanced Management Series," is not descriptive of the training on-the-job outlined in that attachment for an individual. A new title should be chosen.

4. Although several of the descriptions specify a minimum of hours to be allocated to the training during a calendar period, no maximum of training hours is prescribed for each course. It is suggested that as the training outlines stipulated in paragraph 2b above are developed, the maximum of hours in each program can be determined.

5. For the purposes of [REDACTED] the description entitled, "Orientation in New Developments in Management Field," is not approved as on-the-job training. Paragraph 2c of the regulation states:

"On-the-job training consists of training other than formal courses of instruction conducted in the Agency."

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Requests for registrations in those external conferences and seminars which provide formal instruction to the CIA employees attending may be submitted on an individual basis to this Office for consideration of approval as external training, as required by Regulation [REDACTED] Approved enrollments will be credited and reported by the Office of Training for the purposes of [REDACTED]

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6. A representative of my Office is available to assist your staff to complete the modifications suggested in paragraph 2 for each of the programs. Until those modifications are completed, participation in this training will not be creditable under Regulation [REDACTED]

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SIGNED

**MATTHEW BAIRD**  
Director of Training